

DDI- 03126-84

24 May 1984

MEMORANDUM FOR: 

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Executive Director

FROM : Richard J. Kerr  
Associate Deputy-Director for Intelligence

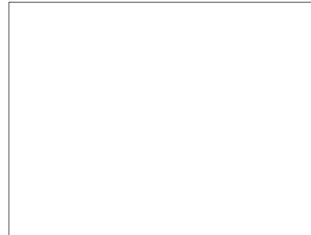
SUBJECT : Projection of Manpower Needs, Retention, and  
Availability

REFERENCE : Your Memorandum to Steering Group on Personnel,  
dated 14 May 1984

The Mix of Skills in the DIThe Personnel On Duty

In broad categories the mix of skills of the personnel now  
in the DI break out as follows:

Analysts  
Analysts Support  
Managers  
Administrative  
Other



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The specific expertise of these individuals is indicated in  
the computer printouts attached at Annex.

Hard-to-Get-Categories

The Directorate has been pressing a recruitment drive in  
recent months aimed at finding well-qualified applicants in  
virtually every major field. A study by the DI Planning and  
Management Staff last December identified the following as  
especially hard-to-get categories: economists (for both market  
and command economies), econometricians, physical scientists,  
engineers, computer programmers, systems analysts, military  
analysts, and Soviet and Eastern European specialists.

The DI does not anticipate any major change in the mix of  
skills required in the late 1980s and early 1990s, but the  
buildup of ADP support we have been carrying out in recent years  
will continue. We will need additional ADP-skilled personnel to  
work on the greatly increasing flow of data from enhanced  
collection systems.

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The DI move up the technology ladder in terms of information processing will have an impact on our recruiting as we will have to compete for an increasingly scarce resource of young experts also in great demand in the private sector. We know that the size of the age group from which we hire most of our people (20-29) is expected to shrink by about 20 percent in the next 15 years -- from 43 million to less than 35 million.

### DI Attrition

The DI has experienced a substantial increase in the rate of attrition over the past year or so.

### The Statistics

- ° From FY 1979 through FY 1982 DI net attrition averaged 5.7 percent per year.\*
- ° In FY 1983 DI attrition increased to 8.1 percent.
- ° In the first half of FY 1984 attrition rose further to an annualized rate of more than 10 percent.
- ° In the DI professional category the rate has increased steadily:

FY 81	3.9
FY 82	4.3
FY 83	7.3
FY 84	8.6 (rate for first half of fiscal year annualized)

The DI professional rate had not previously been over 8 percent since 1980. At that time special "early out" provisions may have resulted in a considerable number of retirements. The following table provides additional detail:

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\*In deriving the DI rate the Office of Personnel includes calculations which take account of both separations from the Agency (retirements, resignations, etc.) and transfers between the DI and other Agency components. EOD inputs are not factored in.

DI Net Attrition

	<u>Professional</u>	<u>Technical</u>	<u>Clericals</u>	<u>Total</u>
FY 79	4.04	5.56	4.65	4.17
FY 80	8.39	11.11	5.59	7.7
FY 81	3.86	-5.88*	13.3	6.08
FY 82	4.27	-7.08	15.76	4.93
FY 83	7.29	5.26	14.08	8.14
FY 84 (1st half annualized)	8.62			10.44

The Reasons For It

The DI Planning and Management Staff completed a study of DI personnel losses in March, which included a fairly detailed survey of the component offices regarding the reasons for the attrition. One of the main sets of findings in the study notes that of [ ] professionals who left DI component offices during FY 1983: 25X1

0 [ ] left the Agency. 25X1  
 0 [ ] moved to another DI Office.  
 0 [ ] moved to another part of the Agency.

Another set of findings notes the following reasons given by the offices for the professional departures:

0 [ ] retirements, personal, and miscellaneous. 25X1  
 0 [ ] opportunity for advancement.  
 0 [ ] desire for career change.  
 0 [ ] marginal or unsatisfactory performance.  
 0 [ ] dissatisfaction with some aspect of job.

We believe that several factors may lie behind these statistics:

0 In recent years a number of developments have combined to make service in the US Government in general less attractive, compared to the private sector. These include such things as shortfalls in cost-of-living pay

\*The negative rates reflect in part the upgrading of certain clerical positions to technical status.

increases, the lack of raises in special allowances for highly skilled engineers, better benefits packages outside government, publicity over possible government retirement adjustments -- especially the Administration's aim of shifting the retirement age to 65. This negative federal employee milieu has certainly had its impact on the DI attrition situation.

- o Another contributing factor has been the sweeping reorganization of the DI in October of 1981. On balance the benefits have been substantial -- especially in terms of the production of integrated, interdisciplinary analysis -- but there have been costs as well. Some DI personnel have found it difficult to adjust to the changes, and the changes have also resulted in the identification of a number of marginal or unsatisfactory performers.
- o Soon after the reorganization the DI adopted a much more rigorous and disciplined approach to the planning, review, and production of research. While this has fostered a sense of pride in accomplishment for many DI personnel, once again a number have found it difficult to adapt.
- o Some DI managers doubtless made mistakes. We believe these came in the implementation both of the reorganization and the new accountability for production. In part this resulted from the inherent difficulties in mixing together individuals from quite different office cultures. There were differences among our personnel in terms of values -- what are the best forms of intelligence production? -- and in terms of management styles. In some cases, managers may have been too intolerant of diversity, and of the different backgrounds of personnel. These issues have been recognized, however, and the DI is moving forward to consolidate the new organization and build a new consensus on basic professional values. One example is the system of functional advisory panels which have been established to look out for the interests of analysts from certain disciplines.

#### Effects

The DI attrition over the past year has contributed to a shortfall of on-duty strength. The DI has some [ ] personnel on board as of late May; it has taken extensive measures to bolster recruitment and currently has some [ ] individuals in process or requested to be put in process. The Directorate almost certainly will not be at its full FY 1984 ceiling of [ ] by 30 September. We will require the utmost cooperation and support from the Offices of Personnel, Security, and Medical Services to move these applicants through the process and bring them board.

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Until now the effect of attrition on the efficiency and productivity of the Directorate has not been great. There has probably been some improvement insofar as certain individuals who felt highly uncomfortable with the reorganization have left. If attrition should continue at the current rate for an extended period, however, we believe it would have a deleterious impact on the Directorate. The departure of experienced officers, in particular, could be harmful in an organization which already has many new and inexperienced hands, and which will be getting many more newcomers over the next several years as we build toward the target of some [ ] positions by 1987.

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[ ]  
Richard J. Kerr

Attachments:  
As stated

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14 MAY 1984

MEMORANDUM FOR: Members, Steering Group on Personnel

FROM:

[REDACTED]  
Executive Director

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SUBJECT: Projections of Manpower Needs,  
Retention, and Availability

1. On further reflection and consultation after the Steering Group meeting on 7 May, I have concluded that we need a shortened version of the three-phased manpower study called for in the Addendum to the Strategic Plan. A variation on the first two phases -- projections of the mix of skills needed and pool of talent available in the out years -- will form an indispensable foundation upon which to base programs and actions designed to improve our competitive position in the future. As a result of the meeting, I now also conclude that surveys by the Directorates of their individual experiences with and projections concerning attrition and the reasons for it would be important adjuncts to the study originally planned.

2. Accordingly, I am asking each of the Directorates to complete by 8 June a report on:

- the mix of skills each now has available, and an indication of shortfalls in hard to get categories;\*
- the mix of skills that will be needed in the out years -- late 1980s and early 1990s -- with emphasis on skills expected to be in short supply and those which may be unique to the out-year time frame. In this connection, particular attention should be paid to the expected impact of technology on the work place; and
- the experience that each has had in recent years with attrition, the reasons for it, the effects of it on the individual Directorate, and projections regarding its expected effect on efficiency and productivity in the future.

\*To make it easier to collate the results, categories such as electronic engineer, physical scientist, economist, computer programmer, and the like should be used to the extent possible, with an even more precise breakdown in the case of particularly unique specialties.

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3. I am also asking the DDA to complete by 8 June a survey of demographic work already done within the Agency and elsewhere in government and selected private industries regarding the categories, size, and quality of the pool of talent pertinent to our needs expected to be available in the United States in the out years. We may hope to draw conclusions from such a survey regarding our long-term prospects for recruitment in certain specialties as well as our prospects for retaining employees in projected areas of critical shortage.

4. With the results of the above surveys shared among us, I would expect to hold another meeting of the Steering Group on Personnel in mid-June to discuss them and to map out what the next steps should be.



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